

## ***Frostburg State University Strategic Plan – 2018-2023***

**Frostburg State University is a regionally acclaimed and nationally recognized academic institution that provides distinctive programs to support state and regional workforce needs.**

1. Frostburg State University ensures students have the necessary skills to launch a successful career and be a productive and engaged citizen.

**Faculty, staff, and students foster collaboration in a welcoming and inclusive campus culture.**

2. Frostburg State University sustains a campus culture that respects differences in people and ideas, values inclusion and diversity, and promotes cultural competence.

**Students value the opportunities open for them at FSU and form close mentoring relationships with faculty and staff, who are committed to their success and well-being.**

3. Frostburg State University supports student success through comprehensive academic and career services that are focused on the needs of students from admission through their years as alumni.
4. Frostburg State University effectively guides students in their development to achieve well-being.

**Students apply knowledge and skills learned in the classroom to internship, civic engagement, study abroad, and research experiences to meet the challenges of a complex and changing global society.**

5. All graduates have multiple High Impact Learning Practices (HIPs) with a focus on internships and integrative capstone experiences.
6. Frostburg State University integrates civic learning and democratic engagement into the curricular and co-curricular student experience.

**The university is integrated into the fabric of the community as a valued and respected regional asset.**

7. Frostburg State University fosters regional development through increased: 1) number of graduates employed in the region; 2) number of businesses created by faculty, staff, or graduates; and, 3) number of collaborative regional development projects.

**We are committed to making changes that secure our future while celebrating the values that reflect our history.**

8. Technology is seamlessly integrated into the learning and campus experience.
9. Frostburg State University has a recruitment plan that incorporates student demands and regional and state workforce needs for three target groups – the high school graduate, the college transfer student, and the working adult.
10. Frostburg State University is promoted through traditional and emerging market media to the target segments identified in the recruitment plan that highlights successes, services and features appropriate to each target segment.
11. Frostburg State University's budgeting model is transparent and based on defined performance metrics with resources provided to close the gap or exceed critical benchmarks with peer institutions.
12. Frostburg State University provides professional development opportunities for its faculty and staff to ensure they are current in their respective field or area of service.